May 23, 2008

TO: Sherri-Ann Burke, Washington Federation of State Employees (WFSE)

FROM: Teresa Parsons
            Director's Review Program Supervisor

SUBJECT: David Rayment v. Department of Licensing (DOL)
            Allocation Review Request ALLO-07-055

On May 15, 2008, I conducted a Director's review meeting at the Department of
Personnel, 2828 Capitol Boulevard, Olympia, Washington, concerning the allocation of
Rayment's position. Present at the Director's review meeting were you and Mr.
Rayment; Shelby Krismer Harada, Classification and Pay Specialist; Diane Christie,
Human Resource Services Manager; and Bill Kehoe, Chief Information Officer for DOL.

Background

As part of the realignment of work in DOL's Information Services Division (ISD), DOL
conducted a review of a number of ISD positions, including Mr. Rayment's position. By
letter dated June 28, 2007, DOL determined that Mr. Rayment's Information Technology
Specialist 5 (ITS 5) position should be reallocated downward to the Information
Technology Specialist 4 (ITS 4) classification, effective July 2, 2007.

On July 12, 2007, you requested a Director's review of DOL's allocation determination,
filed on behalf of Mr. Rayment. Mr. Rayment believes the ITS 5 is the correct
classification for his position.

Summary of Mr. Rayment's Perspective

Mr. Rayment asserts he has performed the same level of duties for the past fourteen
years, and he contends he is still assigned the duties and level of responsibility of an ITS
5 position. Mr. Rayment states that he provides expert consultation and specialized
analysis, design, development, acquisition, installation, maintenance, testing, quality
assurance, troubleshooting, and problem resolution for a major, organization-wide

computer network system that is high impact and mission critical. Specifically, Mr. Rayment states that he configures tools to monitor the agency's network, which he describes as impacting the entire agency statewide, including field offices. Mr. Rayment asserts that all functions relating to DOL connect to the network he monitors, and he explains that he troubleshoots issues to ensure services can be provided to DOL customers. Mr. Rayment further asserts that he acts as a liaison with industry partners, such as the Department of Information Services, the Washington State Patrol, and other federal agencies that may interface with DOL to provide services.

Mr. Rayment argues that he performs capacity planning to determine organization-wide needs and makes recommendations for complex, agency-wide enterprise systems that cross multiple networks and that he provides leadership and consultation for large-scale projects or enterprise systems. As an example, Mr. Rayment states that he reviews all field office data circuits, orders new circuits and tracks billing information, monitors the installation and continues to monitor operations and resolve problems that may arise. Mr. Rayment states that the numbers of installations vary from month to month based on agency need. Mr. Rayment contends that he provides technical expertise and oversight for daily operations, system testing, and quality assurance and that he leads problem-solving teams and evaluates methodologies for a large-scale operation. Mr. Rayment believes the duties and responsibilities assigned to his position fit the ITS 5 classification.

Summary of DOL's Reasoning

DOL asserts that prior to the transition of DOL's Information Technology Specialist positions to the consolidated Information Technology classifications, DOL undertook a realignment of its ISD organization. DOL contends that the realignment was a radical change from its long-standing divisional support groups and was geared toward quality delivery of services to customers and the functional groupings needed to better deliver those services. DOL explains that the realignment included a sample review of 39 desk audits and the creation of 128 new Position Description Forms (PDFs) for ISD positions. DOL asserts the results of the ISD position reviews showed that a number of positions had been misallocated. DOL asserts the duties documented in the PDF for Mr. Rayment's position were based on the job analysis conducted by his supervisor, ITS 6 David Curtiss, and the review of the PDF by the functional managers: IT Operations Manager, Ron Anderson, and Chief Technology Officer, Jim Henley, as well as the Chief Information Officer, Bill Kehoe. Based on the PDF, DOL asserts Mr. Rayment's position best fits the ITS 4 level.

DOL asserts Mr. Rayment's position serves as the Senior Network Analyst within the Network and Telecommunications Team. As such, DOL contends Mr. Rayment has been tasked with monitoring the Wide Area Network (WAN) connectivity and communication, performing his duties independently and at a professional specialist level. While DOL acknowledges that Mr. Rayment has responsibility for monitoring the network, which is considered critical in carrying out DOL's mission, DOL contends Mr. Rayment works as part of a team and that others also have a role in monitoring and

backing up network operations. Additionally, DOL contends that Mr. Rayment's position has not been assigned the role of agency expert and has not been tasked with providing expert-level consultation and/or specialized analysis to identify, research, recommend, and correct network problems. Instead, DOL states that Mr. Rayment's duties and assigned area of responsibility are consistent with the senior-level specialist, applying advanced level knowledge and using discretion to evaluate and resolve complex tasks. DOL believes Mr. Rayment's position is properly allocated as an ITS 4.

Director's Determination

As the Director's designee, I carefully considered all of the documentation in the file, the exhibits presented during the Director's review meeting, and the verbal comments provided by both parties. Based on my review and analysis of Mr. Rayment's assigned duties and responsibilities, I conclude his position is properly allocated to the Information Technology Specialist 4 classification.

Rationale for Determination

The purpose of a position review is to determine which classification best describes the overall duties and responsibilities of a position. A position review is neither a measurement of the volume of work performed, nor an evaluation of the expertise with which that work is performed. A position review is a comparison of the duties and responsibilities of a particular position to the available classification specifications. This review results in a determination of the class that best describes the overall duties and responsibilities of the position. See Liddle-Stamper v. Washington State University, PAB Case No. 3722-A2 (1994).

Mr. Rayment works as a team member within the Network and Telecommunications section of Information Technology Services, which is a unit within the Information Services Division of DOL. As part of a divisional realignment, a new PDF was created for Mr. Rayment's position, which he signed on July 27, 2006. During the Director's review conference, Mr. Rayment indicated that the PDF accurately reflects the duties he performs but noted that some specific duties had not been included on the PDF. Similarly, DOL indicated that Mr. Rayment's duties had not significantly changed but noted that some of the duties had been described differently on the previous Classification Questionnaire (CQ).

The PDF for Mr. Rayment's position summarizes his position as follows (Exhibits C-9 and D-2-10):

> The incumbent is responsible for monitoring Wide Area Network connectivity and communication. As sites are identified as having network problems, this position is responsible for researching the problems, making appropriate notifications and taking corrective actions.

In addition, the PDF identifies the following typical duties Mr. Rayment performs, which in turn enable the customers of the Network and Telecommunications group to perform their various job requirements:

- Performing hardware/software installation, configuration, upgrades and network support resolution;
- Troubleshooting software, hardware and network problems; identifying and managing resolutions to problems;
- Providing training or cross-training in the use of data network hardware, software, and network products;
- Consulting on technology options to help meet customers' business requirements and providing advice on possible network solutions to achieve customer needs;
- Researching multiple resources to provide efficient networking solutions to end users;
- Creating, reviewing, updating, and following up on documentation to provide a consistent functional work environment.

The PDF indicates that Mr. Rayment performs the above duties the majority of the time (95%) and that he works independently and at a professional specialist level. The duties summarized on the PDF are consistent with the duties documented in the job analysis of Mr. Rayment's position by his supervisor, Mr. Curtiss (Exhibit D-2-11). The assignment of duties is further supported by the description of Mr. Rayment's contributions as a Network Support Senior Analyst on the Annual Performance Plan covering the 12-month period after completion of the PDF. For example, the performance plan highlights duties that include building, operating, monitoring, and troubleshooting agency network and telephony infrastructure, as well as interacting with partner organizations (Exhibit C-10).

During the Director's review conference, Mr. Rayment stated that his primary responsibility was to monitor the network but confirmed that others in his work group also had a part in monitoring network operations. Mr. Rayment also indicated that he independently performs his duties for day to day functionality but stated that any major decisions regarding network architecture or major configuration changes would need to be approved by Mr. Curtiss. As an example, Mr. Rayment indicated that swapping out a major router or adding new services would need to be reviewed by Mr. Curtiss to ensure a proper fit. Mr. Rayment also indicated that he independently makes DNS updates, a major function affecting network addresses, but described that function as a shared responsibility or backup duty. Both parties confirmed that the positions assigned primary responsibility for DNS updates were either ITS 3 or ITS 4 positions within Mr. Rayment's work group.

Additional duties that Mr. Rayment stated were not part of the PDF included data circuit billing for circuits that are used to share network information throughout the state and connect all DOL offices to the centralized location; managing wireless equipment (lap

tops) for the agency; and working with outside vendors to either obtain or provide access to network resources (Exhibits C - 12, 13, 14).

In response, DOL acknowledged that some specific duties may not have been listed on the PDF but argued the majority of duties had been summarized on the PDF. DOL further acknowledged that Mr. Rayment researches options and has the responsibility of ordering the circuits and ensuring delivery but stated that a lot of individuals on the network team are involved in the process and that Mr. Rayment's role involves getting the communications installed and working with the field support team. DOL further indicated that final approval and signature authority reside with Jim Henley, as the Chief Technology Officer in Information Technology Services. With regard to the Wireless Network, the parties agree that it is an important function but not necessarily critical to the agency's mission.

In considering the duties and responsibilities described on the PDF, as well as the discussion of duties during the Director's review conference, Mr. Rayment's position clearly fits the Category Concept for the Information Technology Specialist Occupational Category, which states:

> Positions in this category perform professional information technology systems and/or applications support for client applications, databases, computer hardware and software products, network infrastructure equipment, or telecommunications software or hardware.

This category broadly encompasses a wide variety of positions in one or more information technology disciplines. Some examples include Application Development and Maintenance, Application Testing, Capacity Planning, Business Analysis and/or Process Re-Engineering, Data Base Design and Maintenance, and Data Security. Mr. Rayment's position fits within the category concept because of his duties and responsibilities to monitor Wide Area Network connectivity and communication. The distinction between the ITS 4 and ITS 5 are described in the distinguishing characteristics.

The ITS 4 position is described as the "senior-level specialist in an assigned area of responsibility and/or as a team or project leader." Incumbents will perform analysis, system design, acquisition, installation, maintenance, programming, project management, quality assurance, troubleshooting, problem resolution, and/or consulting for complex computing system, application, data access/retrieval, multi-functional database or database management systems, telecommunications, project or operation problems.

As senior-level specialists, incumbents will apply "advanced technical knowledge" and "considerable discretion" to evaluate and resolve complex tasks to include planning and directing large-scale projects, conducting capacity planning, designing multiple-server systems, directing or facilitating the installation of complex systems, hardware, software, and application interfaces. Further, positions at this level develop and implement testing

and performance monitoring and planning and act as liaisons regarding the development of applications. The Department of Personnel's Glossary of Classification Terms defines specialist level duties as involving "intensive application of knowledge and skills in a specific segment of an occupational area."

At the ITS 4 level, "[i]ncumbents understand the customer's business from the perspective of a senior business person and are conversant in the customer's business language." Further, the majority of work performed has wide-area impact, integrates new technology, and/or affects how the mission is accomplished.

Mr. Rayment performs complex tasks involving a large-scale operation with wide-area impact that affects how the agency's mission is accomplished. Additionally, he works independently and provides professional, senior-level specialist support, has advanced technical knowledge, and uses considerable discretion to evaluate and resolve issues. Within that scope of responsibility, Mr. Rayment monitors the Wide Area Network connectivity and communication and responds to problems that arise or redirects issues to another member of the network team when appropriate. Mr. Rayment also makes decisions about installing, replacing, or setting up new data circuits, handling the ordering based on an existing service agreement, and works with field staff to make sure connections are working properly. However, Mr. Rayment also consults with his supervisor when issues affect network architecture or the Information Technology Services managers when final authorization is needed. Mr. Rayment's role as a liaison for his work group is also consistent with the distinguishing characteristics describing ITS 4 positions.

In cases involving a similar scope of responsibility, the Personnel Resources Board (PRB) found that the appellants were properly allocated to the ITS4 classification, in part, because they worked on projects that impacted multiple business units with multiple functions and that had wide-area impact, integrated new technology, and affected how the mission of the organization was accomplished. Pogue and Goshorn v. Dept. of Labor and Industries, PRB Case Nos. R-ALLO-07-017 and R-ALLO-07-018 (2008).

The distinguishing characteristics for the ITS5 classification state:

> This is the supervisory or expert level. Provides expert consultation and specialized analysis, design, development, acquisition, installation, maintenance, programming, testing, quality assurance, troubleshooting, and/or problem resolution tasks for major organization-wide, high risk/high impact, or mission-critical applications computing and/or telecommunication systems, projects, databases or database management systems; support products, or operational problems.

> Performs highly-complex tasks such as conducting capacity planning to determine organization-wide needs and make recommendations; designing complex agency- or institution-wide enterprise systems crossing multiple networks, platforms or telecommunication environments; overseeing the

daily operations of large-scale or enterprise systems; identifying and resolving operational problems for major high risk systems with centralized, organization-wide functions; testing multi-dimensional applications, providing quality assurance; developing standards or enhancing existing, high risk and impact, mission critical applications; integrating business solutions, or writing feasibility studies and decision packages for high visibility/impact initiatives.

Provides leadership and expert consultation for large-scale projects or enterprise systems that often integrate new technology and/or carry out organization-wide information technology functions, or impact other institutions or agencies. Provides project management leadership, technical expertise and demonstrates knowledge of project management practices, principles, and skills.

May supervise information technology specialists or function as a recognized expert who is sought out by others in resolving or assessing controversial or precedent-setting issues.

I recognize that many of the functions identified at the ITS 4 level also fit within the ITS 5 level, such as analysis, design, development, acquisition, installation, maintenance, programming, testing, quality assurance, and problem resolution. These functions, however, are performed at an even higher complex, technical level as an ITS 5, which is considered the supervisory or expert level. While Mr. Rayment does apply advanced technical knowledge and skills, and he independently makes decisions about accomplishing work, the level of work assigned to his position is consistent with the ITS 4 classification. At the ITS 5 level, positions are recognized as the assigned expert and have broad responsibilities that include extensive research and analysis, as well as origination of policies and/or procedures for the most mission-critical and high impact systems.

The Wide Area Network that Mr. Rayment's position has been tasked with monitoring is a mission-critical system because it impacts virtually all of the services DOL offers. However, Mr. Rayment's position fits within a work group consisting of ITS positions with varying degrees of responsibility. Mr. Rayment's supervisor, ITS 6 David Curtiss, has been assigned the responsibility of serving as the Network Architect, while Mr. Rayment's position serves as the Senior Network Analyst. As the Senior Network Analyst, it is clear that Mr. Rayment has tremendous responsibility and an important role in supporting and maintaining the critical systems that keep DOL operations running smoothly. I conclude, however, the level of responsibility assigned to Mr. Rayment's position fits the senior specialist level. Therefore, the Information Technology Specialist 4 classification best describes Mr. Rayment's position (#1646).

Appeal Rights

RCW 41.06.170 governs the right to appeal. RCW 41.06.170(4) provides, in relevant part, the following:

> An employee incumbent in a position at the time of its allocation or reallocation, or the agency utilizing the position, may appeal the allocation or reallocation to . . . the Washington personnel resources board . . . . Notice of such appeal must be filed in writing within thirty days of the action from which appeal is taken.

The address for the Personnel Resources Board is 2828 Capitol Blvd., P.O. Box 40911, Olympia, Washington, 98504-0911.

If no further action is taken, the Director's determination becomes final.

c: David Rayment
   Shelby Krismer Harada, DOL
   Lisa Skriletz, DOP

Enclosure: List of Exhibits